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Plant Harmony and Increased Production—

A Study of Human Relationships in Industry

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FOREWORD

In these days of chronic labor unrest, the human factor, more than ever before, has a real bearing on normal industrial production. The problem of the human factor has always been present. The history of the world's industry is replete with acute phases of workers' unrest. The introduction of machinery to do the work of human hands among the weavers of England caused poignant restlessness.

Despite these periods, rapidly recurring in more malignant forms, little attention has been given to this human factor by industrial executives. The progress of recent years in more efficient management and organization has sometimes hindered and has seldom had an effect for good on the human problem.

Here is the story of a service dealing with the human factor in industry. It has been tried and found capable of giving any industry all of its standard production,—"plus."

THE STORY OF A SERVICE TO INDUSTRY

Four men, each with years of experience in Industrial Problems, particularly with the humanitarian phase of these problems, brought together the Education and Experience and Conclusions gleaned from those years, to form a service for Industry. This is Calumet Service, functioning to increase industrial effectiveness. Each one of the four had in common a high reputation for integrity, a practical turn of mind and an understanding of the problems of employer and employe. Long consultation and experimentation resulted in Calumet Service.

This is a service which is capable of giving any industry its normal production,—plus. Therefore the mathematical sign of addition is the talisman, the mark of the service of Calumet Service.

Concisely, Calumet Service causes **Increased Industrial Productiveness** through the correct co-ordination and amelioration of the human forces involved, from the general manager down to the least of the laborers.

Calumet Service is not a strike-breaking organization. Neither is it a detective agency. More correctly, Calumet Service is a **Strike Preventing** organization. It functions to harmonize labor in industry—to reduce costly labor turn-over.

Labor turn-over of necessity is an evil which will always be in industry. Just how costly it actually is depends on natural conditions surrounding the individual industry. What does a 48 hour shut-down cost your plant? How many men must you hire in a year to maintain a unit of 100 at work? That tells the story. Today, in many industries, it tells the story of an almost ruinious condition. Calumet Service can reduce it appreciably in your industry.

Sabotage is not uncommon and is much feared in industry, as an index of worse things to come. Never within the memory of man has there been such a terrific waste in machinery and raw materials in industry as today. Calumet Service reduces sabotage and production waste to a minimum.

Competitors and other enemies and rivals in organized business on the outside are not nearly as destructive as the agitator, the enemy within your industry. These enemies within commit moral sabotage more deadly to an industry than that in the accepted sense of the term. Calumet Service stops sabotage of industrial morale.

Essential to a fair standard of production effectiveness, must be mutual understanding. Do you understand your men? Do your men understand you? There is scarcely one industry in a thousand in America today where "yes" could be answered to both questions. The answer "no" means chaotic conditions in production at a time when the highest production possible is needed from a patriotic, economic, as well as personal standpoint—from the view of the worker as well as the employer.

In investigation, hundreds of cases have been found where the executive **does want** to understand his workers but **does not dare** to make the necessary advances. Too often the workers have misunderstood those advances. Calumet Services creates a mutual understanding, an industrial harmony, which means betterment for employer and worker. Calumet Service will show your workers that their interests are identical with yours.

Calumet Service does not expect an industry to patronize its workers. Calumet Service has been built upon the policy that paternalism in the commonly accepted sense of the term in industry, is a big mistake; paternalism is un-American and antagonistic to democratic ideals. Invariably workers will not understand. Without understanding the best bonus system, the most constructive welfare work, the most considerate methods of plant operation may be misconstrued. The workers will sneer and say they are being bought. Calumet Service eliminates paternalism.

Briefly, Calumet Service creates greater industrial effectiveness in any industry by:

1. Reducing Labor Turn-over.
2. Eliminating Dis-satisfaction and Strife.
3. Promoting Honest Effort.
4. Decreasing Sabotage and Waste.
5. Creating Industrial Harmony.
6. Advising Intelligent Welfare Work.

with the result of tremendously increased production on a profitable basis and its accompanying all-round humanitarian improvement.

Homer L. Ferguson, President of the United States Chamber of Commerce and President and General Manager of the Newport News Shipbuilding and Dry Dock Company, says—

"We men in Industry take an interest in the human element in Industry. Why? Because it has come to be recognized that the human element is an important element, and if you can get the right kind of boys and men and can have them properly trained, and can have them living and working under conditions that are satisfactory to them, the problem of actually operating them in a plant is a comparatively simple one. The management of men is the very keystone of this great structure of Industry.

"* * * * * * I will say that we have come to know that good business and high production and high moral character go hand in hand and that men are not only better citizens who recognize a law higher than their own wills, but they are better workmen and they do better work."

AN EVIDENCE OF FAITH

This is not the proper place, even if it were possible, to tell **how** results for which claim is made herewith, can be realized in your business or industry. If you are sufficiently interested, a Calumet Service representative will call upon you, at your own convenience, and discuss Calumet Service as it relates to your business.

As an evidence of good faith, it is fair to state that Calumet Service stands ready to demonstrate in your own industry on a short-term basis that it can do what is claimed in the accompanying statement—and do it for you.

CALUMET SERVICE

309 BROADWAY, NEW YORK

Welfare Department

Separate and distinct from its regular system of operation, Calumet Service is prepared to provide any industrial organization with trained specialists in the establishment of a welfare department, as well as profit sharing plans and the like—of proved worth and effectiveness.

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